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Executive Board of the United Nations Development Programme and of the United Nations Population Fund

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Organizational matters

Decisions adopted by the Executive Board during 2002

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2002/1
UNDP contribution to the United Nations system strategic plan for HIV/AIDS for 2001-2005

The Executive Board

1. *Supports* the overall strategic directions and areas of focus of the response of UNDP to HIV/AIDS, as co-sponsor of UNAIDS and supports country-level action to implement the Declaration of Commitment adopted by Member States at the special session of the General Assembly on HIV/AIDS on 27 June 2001;

2. *Welcomes* the UNDP contribution to the United Nations system strategic plan for HIV/AIDS for 2001-2005 (DP/2002/3);

3. *Endorses* the overall approach of UNDP to its role as coordinator of the United Nations system activities at the country level, through existing United Nations mechanisms and the United Nations Development Assistance Framework and through its partnership with all United Nations organizations, non-governmental organizations and the private sector in response to the HIV/AIDS crisis;

4. *Calls for* the mobilization of additional financial resources, from all sources, to enable UNDP to implement its HIV/AIDS strategy, meet its obligation as UNAIDS co-sponsor, and effectively support national efforts to achieve the time-bound goals and targets set forth in the Declaration of Commitment adopted by Member States at the special session of the General Assembly on HIV/AIDS;

5. *Stresses* the importance of implementing the present decision in compliance with the Declaration of Commitment adopted by Member States at the special session of the General Assembly on HIV/AIDS.

1 February 2002

2002/2
UNDP-UNOPS relationship

The Executive Board

1. *Welcomes* the note of the Secretary-General contained in document DP/2002/CRP.5 and the conference room paper submitted jointly by UNDP and UNOPS (DP/2002/CRP.4);

2. *Encourages* UNDP and UNOPS to work in the spirit of partnership and complementarity as spelled out in document DP/2002/CRP.4;

3. *Endorses* the proposals in the note of the Secretary-General contained in document DP/2002/CRP.5;

4. *Reiterates* the need for UNOPS to operate on a full cost-recovery basis as recommended in the evaluation of the relationship between UNDP and UNOPS (DP/2000/13);

5. *Stresses* the importance of UNOPS not entering into fundraising activities of any nature;

6. *Stresses* that UNOPS is a service provider to the organizations of the United Nations system, including the Bretton Woods institutions, and through them, to Governments, non-governmental organizations and the private sector of recipient countries when requested or agreed to by the United Nations agency concerned;

7. *Underlines* the role of the Executive Board in providing policy guidance for and supervision of UNOPS and reaffirms the importance of allocating sufficient time for UNOPS-related matters during the UNDP segment of the UNDP/UNFPA Executive Board;

8. *Urges* the Administrator and the Executive Director to ensure that the recommendations for operational improvements as contained in the document DP/2002/CRP.5 are implemented without delay and *requests* that they submit to the Executive Board at its annual session 2002 a detailed report on the progress achieved, including on the functioning of the Management Coordination Committee and the working group;

9. *Requests* UNDP and UNOPS to explore issues and opportunities involving the Inter-Agency Procurement Services Office and to report to the Executive Board on this issue at its annual session 2002.

1 February 2002

2002/3
Future arrangements for the UNFPA Technical Advisory Programme

The Executive Board

1. *Endorses* the proposed option for the UNFPA Technical Advisory Programme (DP/FPA/2002/3);

2. *Authorizes* the Executive Director to commit an amount of $76 million over the four-year period 2002-2005 for its implementation;

3. *Requests* the Executive Director to submit to the Executive Board at its annual session 2003 a report on a monitoring and evaluation system of the Technical Advisory Programme;

4. *Also requests* the Executive Director to submit to the Executive Board at its second regular session 2004 a mid-term review on the Technical Advisory Programme.

5 February 2002

2002/4
Overview of decisions adopted by the Executive Board at its first regular session 2002

The Executive Board

Recalls that during the first regular session 2002, it:

Item 1
Organizational matters

Elected the following members of the Bureau for 2002:

President:	H.E. Mr. Dirk Jan van den Berg (Netherlands)
Vice-President:	H.E. Ms. Noemí Espinoza Madrid (Honduras)
Vice-President:	Mr. Hazem Fahmy (Egypt)
Vice-President:	Mr. Bali Moniaga (Indonesia)
Vice-President:	Dr. Jana Simonová (Czech Republic)

Approved the agenda and work plan for its first regular session 2002 (DP/2002/L.1 and Corr.1 and 2), as orally amended;

Approved the report of the annual session 2001 (DP/2001/20);

Approved the report of the second regular session 2001 (DP/2002/1);

Approved its annual work plan 2002 (DP/2002/CRP.1);

Agreed to the following schedule of future sessions of the Executive Board in 2002:

Annual session 2002: 17 to 28 June 2002 (Geneva)

Second regular session 2002: 23 to 27 September 2002

UNDP segment

Item 2
UNDP Business Plans, 2000-2003

Took note of the update on the role of UNDP in crisis and post-conflict situations: organizational changes (DP/2002/CRP.3);

Took note of the report on the UNDP Business Plans, 2000-2003 (DP/2002/CRP.2);

Item 3
Country cooperation frameworks and related matters

Approved the following regional cooperation frameworks:

Second regional cooperation framework for Africa	DP/RCF/RBA/2
Second regional cooperation framework for Latin America and the Caribbean	DP/RCF/RLA/2
Second regional cooperation framework for the Arab States	DP/RCF/RAS/2

Approved the following country cooperation frameworks:

Second country cooperation framework for Angola	DP/CCF/ANG/2
Second country cooperation framework for Eritrea	DP/CCF/ERI/2 and Corr.1
Second country cooperation framework for Gabon	DP/CCF/GAB/2
Second country cooperation framework for Ghana	DP/CCF/GHA/2
Second country cooperation framework for Guinea	DP/CCF/GUI/2
Second country cooperation framework for Namibia	DP/CCF/NAM/2
Second country cooperation framework for Rwanda	DP/CCF/RWA/2
Second country cooperation framework for Sao Tome and Principe	DP/CCF/STP/2 and Corr.1 (French only)
Second country cooperation framework for South Africa	DP/CCF/SAF/2 and Corr.1
Second country cooperation framework for the Lao People's Democratic Republic	DP/CCF/LAO/2
Second country cooperation framework for the Republic of Korea	DP/CCF/ROK/2
Second country cooperation framework for the Philippines	DP/CCF/PHI/2
Second country cooperation framework for Kuwait	P/CCF/KUW/2
Second country cooperation framework for Morocco	DP/CCF/MOR/2
Second country cooperation framework for the Syrian Arab Republic	DP/CCF/SYR/2
Second country cooperation framework for Tunisia	DP/CCF/TUN/2

Second country cooperation framework for the United Arab Emirates	DP/CCF/UAE/2
Second country cooperation framework for Yemen	DP/CCF/YEM/2
Second country cooperation framework for Albania	DP/CCF/ALB/2
Second country cooperation framework for Bulgaria	DP/CCF/BUL/2
Second country cooperation framework for Ukraine	DP/CCF/UKR/2
First country cooperation framework for Yugoslavia	DP/CCF/YUG/1
Second country cooperation framework for Guyana	DP/CCF/GUY/2
Second country cooperation framework for Haiti	DP/CCF/HAI/2
Second country cooperation framework for Jamaica	DP/CCF/JAM/2
Second country cooperation framework for Paraguay	DP/CCF/PAR/2

Took note of the extensions of country cooperation frameworks (DP/2002/8);

Approved an independence bonus for Yugoslavia;

Item 4
HIV/AIDS

Adopted decision 2002/1 of 1 February 2002 on the UNDP contribution to the United Nations system strategic plan for HIV/AIDS for 2001-2005;

Item 5
Special funds and programmes

Took note of the report on UNDP activities financed by the Global Environment Facility and the Montreal Protocol (DP/2002/4);

Item 6
Evaluation

Took note of the annual report of the Administrator on evaluation (DP/2001/26);

Took note of the report on the evaluation of non-core funding resources (DP/2001/CRP.12);

Took note of the report on the evaluation of direct execution (DP/2001/CRP.13);

Adopted decision 2002/2 of 1 February 2002 on the UNDP-UNOPS relationship;

Joint UNDP/UNFPA segment

Item 7
Recommendations of the Board of Auditors 1998-1999

Took note of the reports on implementation of the recommendations of the Board of Auditors for the biennium 1998-1999 for the United Nations Development Programme (DP/2002/5), the United Nations Population Fund (DP/FPA/2002/2) and the United Nations Office for Project Services (DP/2002/6);

Item 8
Reports to the Economic and Social Council

Took note of the reports of the UNDP Administrator (DP/2002/7) and the UNFPA Executive Director (DP/FPA/2002/1) to the Economic and Social Council and agreed to transmit them to the Council with comments made thereon;

UNFPA segment

Item 9
Technical Advisory Programme

Adopted decision 2002/3 of 5 February 2002 on the future arrangements for the UNFPA Technical Advisory Programme;

Item 10
Country programmes and related matters

Approved the following programmes of assistance:

Assistance to the Government of Algeria	DP/FPA/DZA/3
Assistance to the Government of Brazil	DP/FPA/BRA/3
Assistance to the Government of Cape Verde	DP/FPA/CPV/4
Assistance to the Government of the Democratic Republic of Congo	DP/FPA/COD/2
Assistance to the Government of the Dominican Republic	DP/FPA/DOM/3
Assistance to the Government of Gabon	DP/FPA/GAB/4

Assistance to the Government of Guinea	DP/FPA/GIN/5
Assistance to the Government of Haiti	DP/FPA/HTI/3
Assistance to the Government of Honduras	DP/FPA/HND/5
Assistance to the Government of Lao People's Democratic Republic	DP/FPA/LAO/3
Assistance to the Government of Lebanon	DP/FPA/LBN/2 and Corr.1
Assistance to the Government of Malawi	DP/FPA/MWI/5
Assistance to the Government of Mexico	DP/FPA/MEX/4
Assistance to the Government of Nepal	DP/FPA/NPL/5
Assistance to the Government of Nicaragua	DP/FPA/NIC/6
Assistance to the Government of Paraguay	DP/FPA/PRY/5
Assistance to the Government of Rwanda	DP/FPA/RWA/5
Assistance to the Government of South Africa	DP/FPA/ZAF/2
Assistance to the Government of the United Republic of Tanzania	DP/FPA/TZA/5
Assistance to the Government of Togo	DP/FPA/TGO/4
Assistance to the Government of Yemen	DP/FPA/YEM/3
Assistance to the Government of Zambia	DP/FPA/ZMB/5

Item 11
Other matters

Listened to the oral report of the Executive Director of the United Nations Office for Project Services on the provisional financial parameters for the financial year 2001;

Joint meeting of the Executive Boards of UNDP/UNFPA and UNICEF, with the participation of WFP

Held a joint meeting of the Executive Boards of UNDP/UNFPA and UNICEF, with the participation of WFP, on UNDG priorities for 2002 and beyond: a response to the triennial policy review of operational activities for development of the United Nations system.

5 February 2002

Annex

Tentative work plan for the annual session 2002 of the Executive Board of UNDP/UNFPA, 17 to 28 June, Geneva

1. Organizational matters

UNFPA segment

2. Report of the Executive Director for 2001, including: (a) statistical overview; (b) humanitarian assistance; and (c) reproductive-health commodity security

3. Funding commitments to UNFPA
   Report on funding commitments to UNFPA

4. Sector-wide approaches
   Financial regulations concerning sector-wide approaches (decision 2000/8)

5. Evaluation
   Periodic report on evaluation

6. Country programmes and related matters

Joint UNDP and UNFPA segment

7. Internal audit and oversight
   Reports of UNDP, UNFPA and UNOPS on internal audit and oversight

8. Reports on field visits

   Field visit to Senegal
   Field visit to Viet Nam

9. HIV/AIDS
   Progress reports on UNDP and UNFPA contributions to the United Nations system strategic plan for HIV/AIDS for 2001-2005

UNDP segment

10. Annual report of the Administrator for 2001, including the results-oriented annual report, a summary of the reports of the Joint Inspection Unit and statistical annexes

11. Financial resources

Status of regular resources funding commitments to UNDP and its funds and programmes for 2002 and onward

(Note: Actual pledges will have to be transmitted to UNDP in writing by the end of March 2002 in order to be reflected in the document submitted under this item)

Review of programming arrangements

12. Country programming and related matters

Second regional cooperation framework for Europe and the Commonwealth of Independent States

Country programme outlines

Country cooperation frameworks

13. United Nations Volunteers

UNV: Report of the Administrator

14. United Nations Office for Project Services

UNOPS: Annual report of the Executive Director

15. UNDP-UNOPS relationship

Report on the progress achieved, including on the functioning of the Management Coordination Committee and the working group, and on the recommendations for operational improvement as contained in document DP/2002/CRP.5

UNDP-UNOPS: Issues and opportunities involving the Inter-Agency Procurement Services Office

16. Other matters

Special event – theme to be decided

2002/5
UNFPA annual report and funding commitments

The Executive Board

1. *Welcomes* the report of the Executive Director for 2001 (DP/FPA/2002/4, Parts I–IV) and the report on funding commitments to the United Nations Population Fund (UNFPA) (DP/FPA/2002/5);

2. *Notes* with appreciation the progress made by UNFPA in the implementation of the multi-year funding framework;

3. *Welcomes* the comprehensive transition process;

4. *Welcomes* the initial implementation of a results-based approach and encourages UNFPA to make further progress in this area;

5. *Underlines* that UNFPA plays a crucial role, within its mandate, in helping recipient countries to achieve the unanimously agreed goals and targets contained in the International Conference on Population and Development (ICPD) Programme of Action,[1] ICPD+5[2] and the Millennium Declaration;

6. *Recognizes* that UNFPA contributes to sustainable development, in particular poverty eradication, by helping recipient countries address population dynamics and reproductive health issues;

7. *Expresses* its concern that the income projections to date for 2002 have declined as compared to the previous financial year;

8. *Urges* all countries to recognize the important role, within its mandate, of UNFPA in the forthcoming World Summit on Sustainable Development and the follow-up thereof;

9. *Emphasizes* that UNFPA needs strong political and financial support as well as increased, stable and predictable core funding, in order to carry out its mandate effectively;

10. *Encourages* UNFPA to mobilize additional financial resources, from all sources, *inter alia*, bilateral donors, recipient countries, foundations, corporations and from other segments of civil society;

11. *Encourages* all countries, in the spirit of the Monterrey Consensus, to further their support for UNFPA, including through greater advocacy and increased funding, in particular to the Fund's core resources;

12. *Encourages* all countries, in a position to do so, to make contributions early in the year and to make multi-year pledges;

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[1] Report of the International Conference on Population and Development, Cairo, 5-13 September 1994, (United Nations publication, sales no. E.95.XIII.18, chapter I, resolution 1, annex).

[2] General Assembly resolution A/RES/S-21/2, Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development, adopted on 8 November 1999.

13. *Welcomes* UNFPA efforts to broaden its donor base and encourages the organization to continue in these efforts.

21 June 2002

2002/6
UNFPA and sector-wide approaches

The Executive Board

1. *Takes note* of the report on UNFPA and sector-wide approaches (DP/FPA/2002/6);

2. *Encourages* UNFPA, where requested by recipient countries, to increase its involvement in sector-wide approaches;

3. *Requests* UNFPA, within its mandate, to contribute, at the request of the recipient countries, to national activities, including sector-wide approaches, in order to strengthen the implementation of the International Conference on Population and Development Programme of Action[1] toward the attainment of the Millennium Development Goals (MDGs);

4. *Requests* the Executive Director to outline progress achieved in the Annual Report.

21 June 2002

2002/7
Internal audit and oversight for UNDP and UNFPA

The Executive Board

Encourages the Administrator and the Executive Director to take the necessary steps to address the issues contained in the reports on internal audit and oversight (DP/2002/12 and DP/FPA/2002/8) and report to the Board at the annual session 2003 in the context of their respective reports on internal audit and oversight.

21 June 2002

[1] Report of the International Conference on Population and Development, Cairo, 5-13 September 1994 (United Nations publication, sales no. E.95.XIII.18, chapter I, resolution 1, annex).

2002/8
Annual report of the Administrator for 2001, including the results-oriented annual report (RROAR)

The Executive Board

1. *Expresses* appreciation for the annual report of the Administrator, including the results- oriented annual report (DP/2002/15), *stressing* that it is informative and accessible;

2. *Recognizes* that the United Nations Development Programme continues to lead in the effort to apply results-based management within the United Nations system and *endorses* and *encourages* the sharing of UNDP experience in results-based management with other members of the United Nations system and with programme countries;

3. *Commends* the candour with which the United Nations Development Programme acknowledged shortcomings, particularly in the area of gender mainstreaming, and *welcomes* their intention to address these shortcomings;

4. *Appreciates* that the results-oriented annual report offers a good overview of activities being undertaken in the six mandated goals and *encourages* UNDP to continue to improve the results-oriented annual report;

5. *Recognizes* the important role of the United Nations Development Programme in the implementation of the international development goals and targets of the Millennium Declaration and *encourages* the United Nations Development Programme to incorporate in the results-oriented annual report: (a) information on the results of UNDP activities linked with the resources allocated to the same; (b) the methodology used by the United Nations Development Programme to assess its role in progress towards achieving the international development goals and targets of the Millennium Declaration; (c) measurement of its role in progress towards achieving the international development goals and targets of the Millennium Declaration;

6. *Also suggests* that the results-oriented annual report, as an annual outcome report of the multi-year funding framework, could be a powerful tool for advocacy to demonstrate the important work of the United Nations Development Programme as well as a stimulus to increase core resources;

7. *Expresses* keen interest in the methodology adopted to assess performance of the United Nations Development Programme and *encourages* the United Nations Development Programme to explore analytical options with regard to the data basis and the comparability of data between countries and regions;

8. *Encourages* the United Nations Development Programme to initiate the process of developing the next multi-year funding framework, taking into account, *inter alia*, the Millennium Declaration, the outcomes of major United Nations conferences and experiences gained in the implementation of the current multi-year funding framework;

9. *Requests* that the Administrator continue to follow-up on the recommendations contained in the reports of the Joint Inspection Unit (DP/2002/15/Add.1).

27 June 2002

2002/9
UNDP core funding strategy

The Executive Board

1. *Reaffirms* its decisions 98/23, 99/1 and 99/23, which set in place a funding system for the United Nations Development Programme designed to generate transparent dialogue on regular funding and facilitate greater volume and enhanced predictability;

2. *Welcomes* the increase in the overall resources of the United Nations Development Programme recorded in 2001, while reiterating that core resources are the bedrock of the United Nations Development Programme and essential to maintaining the multilateral and universal nature of its work;

3. *Recognizes* that, in light of the Monterrey Consensus, there exists a unique opportunity to examine the future funding of the multilateral organizations working in development in a comprehensive and holistic manner.

27 June 2002

2002/10
Programming arrangements

The Executive Board

1. *Reaffirms* the fundamental characteristics of the operational activities of the United Nations development system, which are, *inter alia*, universality, neutrality, multilateralism and its voluntary and grant nature;

2. *Takes note* of document DP/2002/17 on the issues and principles for possible improvements in the present programming arrangements and *requests* the Administrator to submit at the second regular session 2002 a report with further clarifications on the various questions raised by the Members of the Executive Board at the annual session 2002;

3. *Endorses* the proposal to move from a three-year programme financial framework to a four-year framework for the period commencing in 2004, with the purpose to ensure that, in the future, proposals for the UNDP biennial support budget and the financial framework for regular programme resources are submitted at the same Executive Board session at least every four years;

4. *Invites* the Administrator to submit, within the context of the preparations of the next cycle of the multi-year funding framework, a proposal for future synchronization of the processes leading to the endorsement of future multi-year funding frameworks and programme financial frameworks;

5. *Requests* the Administrator to provide the Executive Board at its second regular session 2002 with proposals for possible recalculations of the target for resource assignment from the core 1.1.1 earmarkings in the course of the four-year framework period and to propose in this context also an arrangement to recalculate such earmarkings for countries that have seen a significant change in their gross national income per capita, as well as benchmarks to define such a change as significant.

27 June 2002

2002/11
Request by Argentina

The Executive Board

1. *Takes note* of the request by Argentina contained in document DP/2002/CRP.9;

2. *Expresses its deep concern* about the serious economic downturn in Argentina since early 2002;

3. *Recognizes* the considerable estimated decline in the gross national income per capita and the resulting rise in the social and economic hardship for the population;

4. *Decides* to provisionally suspend, on an exceptional basis, the status of Argentina as a net contributor country (NCC) and the NCC financial obligations as outlined in document DP/2002/CRP.9 with immediate effect, pending certification by the World Bank of the gross national income per capita for 2002;

5. *Requests* the United Nations Development Programme to set up a special trust fund so that Argentina may benefit from technical assistance and upstream policy advice from the United Nations Development Programme with immediate effect;

6. *Requests* the Administrator to provide the Executive Board at its second regular session 2002 with proposals for possible recalculations of the target for resource assignment from the core 1.1.1 earmarkings in the course of the four-year framework period, and to propose, in this context, also an arrangement to recalculate such earmarkings for countries that have seen a significant change in their gross national income per capita, as well as benchmarks to define such a change as significant.

27 June 2002

2002/12
United Nations Volunteers

The Executive Board

1. *Expresses* appreciation for the activities of the United Nations Volunteers programme during the 2000-2001 biennium and the achievement for the first time of over 5,000 serving volunteers in its thirtieth anniversary year;

2. *Welcomes* the contribution of the United Nations Volunteers programme to raising awareness among the international community and within the United Nations system of the importance of volunteerism in addressing the full range of development challenges;

3. *Recognizes* the role of the United Nations Volunteers programme as a facilitator of South-South exchange and as a window of opportunity for global citizens to engage as volunteers in United Nations activities for peace and development;

4. *Reaffirms* the importance of the Special Voluntary Fund in enabling the United Nations Volunteers programme to continue its work in piloting initiatives that demonstrate the role that volunteerism and volunteers play in development;

5. *Commends* the United Nations Volunteers programme on its work as focal point for the International Year of Volunteers and *encourages* its continued support for the recognition, facilitation, networking and promotion of volunteering.

27 June 2002

2002/13
United Nations Office for Project Services

The Executive Board

1. *Reaffirms* its decision 2002/2 on the relationship between the United Nations Development Programme and the United Nations Office for Project Services;

2. *Recalls* the commitment by the Secretary-General to encourage United Nations entities to work through the United Nations Office for Project Services as contained in document DP/2002/CRP.5;

3. *Regrets* the late availability, in all languages, of documents pertaining to the United Nations Office for Project Services (DP/2002/19, DP/2002/CRP.10, DP/2002/CRP.11, DP/2002/CRP.12, DP/2002/CRP.13);

4. *Expresses its deep concern* that UNOPS expenditures were not aligned to project and other service income, resulting in a $5.6 million deficit in 2001, rendering the level of the operational reserve substantially below the level required by decision 2001/14;

5. *Notes with concern* the sizeable projected deficit that was anticipated in March 2002 for calendar year 2002, which is addressed in the revised budget presented in document DP/2002/CRP.10;

6. *Approves* the revised budget for 2002 contained in document DP/2002/CRP.10;

7. *Requests* the United Nations Office for Project Services to report to the Executive Board at its second regular session in September 2002 on the implementation of the revised budget for 2002 and revisions to the budget for the second year of the biennium 2002-2003;

8. *Regrets* that the Advisory Committee on Administrative and Budgetary Questions could not be consulted before the annual session of the Executive Board in June 2002 and *invites* the Advisory Committee on Administrative and Budgetary Questions to provide to the Executive Board at its second regular session in September 2002 their comments on all relevant documents requested by the Executive Board in this decision, including the revised budget for 2002 and the revisions for the second year of the biennium 2002-2003;

9. *Welcomes* the recent efforts to improve oversight by the Management Coordination Committee and the MCC Working Group on the United Nations Office for Project Services and *encourages* the Management Coordination Committee, the Working Group and the United Nations Office for Project Services, within their respective mandates, to continue to monitor the implementation of the revised budget;

10. *Takes note of* the recent establishment of the expanded Management Coordination Committee;

11. *Welcomes* the report of the Board of Auditors to the General Assembly on the accounts of the United Nations Office for Project Services for the biennium ended December 2001 (DP/2002/CRP.13);

12. *Notes with concern* that the opinion of the Board of Auditors is unqualified on the financial statements for 2000-2001, yet modified due to an emphasis of matter drawing attention to the risks that exist regarding the future of the United Nations Office for Project Services;

13. *Also notes* that the Board of Auditors qualified its opinion on the non-compliance of the United Nations Office for Project Services with Executive Board decision 2001/14 regarding the level of the operational reserve;

14. *Requests* the United Nations Office for Project Services to develop a clear and definite action plan on savings from the projected staff cuts, in full compliance with United Nations Staff Rules and Regulations as recommended by the Board of Auditors, to be presented to the Executive Board at its second regular session in September 2002;

15. *Notes with concern* the information contained in the report of the Board of Auditors (DP/2002/CRP.13) on the past and projected financial situation of the United Nations Office for Project Services, including the substantial unfunded liabilities regarding end-of-service benefits, which were not included in the financial statements;

16. *Requests* the United Nations Office for Project Services to prepare a contingency plan to address measures to be taken in the event of the operational reserve being unable to absorb possible deficits, to be approved by the Executive Board at its second regular session in September 2002;

17. *Urges* the United Nations Office for Project Services, as a self-financing entity, to review the basis and calculation of the cost of its services with a view to ensuring that all costs are identified and recovered;

18. *Requests* the United Nations Office for Project Services to implement the recommendations of the Board of Auditors and to report on its implementation plan and the progress made to the Executive Board at its second regular session in September 2002;

19. *Encourages* the United Nations Office for Project Services, with the help of the Management Coordination Committee and potential clients, and based on the commitment of the Secretary-General, to further diversify its client portfolio;

20. *Requests* the Management Coordination Committee and the United Nations Office for Project Services to submit to the Executive Board for review and approval at its second regular session in September 2002 the draft terms of reference and a timetable for an external, independent review of the UNOPS business model, its cost effectiveness and the scope for further expansion of business opportunities within the United Nations system in order to establish a framework for a sustainable United Nations Office for Project Services;

21. *Recalls* that all documentation must be provided six weeks in advance of the meetings of the Executive Board.

27 June 2002

2002/14
Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010

The Executive Board

1. *Welcomes* the endorsement of the Brussels Declaration (A/CONF.191/12) and the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (A/CONF.191/11) by the United Nations General Assembly in its resolution 55/279 of 12 July 2001;

2 *Recalls* the fundamental characteristics of the operational activities of the United Nations as contained in United Nations General Assembly resolution 56/201 of 21 December 2001;

3. *Stresses* the need for continuing special attention by the United Nations Development Programme for the implementation of the Brussels Programme of Action;

4. *Invites* the UNDP Administrator to mainstream the implementation of the Brussels Programme of Action in UNDP activities within its programme of work as called for in United Nations General Assembly resolution 56/227, paragraph 4, as well as in UNDP managed funds activities, in particular in activities of the United Nations Capital Development Fund.

27 June 2002

2002/15
Overview of decisions adopted by the Executive Board at its annual session 2002

The Executive Board

Recalls that during the annual session 2002, it:

Item 1
Organizational matters

Approved the agenda and work plan for its annual session 2002 (DP/2002/L.2), as orally amended;

Approved the report of the first regular session 2002 (DP/2002/10);

Agreed to the following schedule of future sessions of the Executive Board in 2002 and 2003:

Second regular session 2002:	23-27 September 2002
First regular session 2003:	20-29 January 2003
Annual session 2003:	9-20 June 2003 (New York) *
Second regular session 2003:	8-12 September 2003

Held a UNFPA special event on "The role of women and men in reproductive health in post-conflict situations, with a specific focus on the Great Lakes Region";

UNFPA segment

Item 2
Report of the Executive Director for 2001

Adopted decision 2002/5 of 21 June 2002 on the annual report of the Executive Director for 2001 and funding commitments;

* Approved on a provisional basis, to be taken up at an upcoming meeting of the Bureau of the

Item 3
Funding commitments to UNFPA

Adopted decision 2002/5 of 21 June 2002 on the annual report of the Executive Director for 2001 and funding commitments;

Item 4
UNFPA and sector-wide approaches

Adopted decision 2002/6 of 21 June 2002 on UNFPA and sector-wide approaches;

Item 5
Evaluation

Took note of the UNFPA periodic report on evaluation activities (DP/FPA/2002/7);

Item 6
Country programmes and related matters

Took note of the following country programme outlines and the comments made thereon:

Country programme outline for Cameroon	DP/FPA/CPO/CMR/4
Country programme outline for Côte d'Ivoire	DP/FPA/CPO/CIV/5
Country programme outline for Equatorial Guinea	DP/FPA/CPO/GNQ/4
Country programme outline for Mali	DP/FPA/CPO/MLI/5
Country programme outline for Mauritania	DP/FPA/CPO/MRT/5
Country programme outline for Nigeria	DP/FPA/CPO/NGA/5
Country programme outline for Bangladesh	DP/FPA/CPO/BGD/6
Country programme outline for India	DP/FPA/CPO/IND/6
Country programme outline for Papua New Guinea	DP/FPA/CPO/PGN/3
Country programme outline for Djibouti	DP/FPA/CPO/DJI/2
Country programme outline for Jordan	DP/FPA/CPO/JOR/6
Country programme outline for Bolivia	DP/FPA/CPO/BOL/4
Country programme outline for El Salvador	DP/FPA/CPO/SLV/5
Country programme outline for Venezuela	DP/FPA/CPO/VEN/1

Approved the following programmes of assistance:

Assistance to the Government of the Central African Republic	DP/FPA/CAF/5
Assistance to the Government of Egypt	DP/FPA/EGY/7
Assistance to the Government of Tunisia	DP/FPA/TUN/7

Executive Board.

Assistance to the English- and Dutch-speaking Caribbean countries	DP/FPA/CAR/3

UNDP/UNFPA joint segment

Item 7
Internal audit and oversight

Adopted decision 2002/7 of 21 June 2002 on internal audit and oversight for the United Nations Development Programme and the United Nations Population Fund;

Took note of the report on internal audit and oversight for the United Nations Office for Project Services (DP/2002/13/Add.1);

Item 8
Reports on field visits

Took note of the report on the field visit to Senegal (DP/2002/CRP.6);

Took note of the briefing on the field visit to Viet Nam;

UNDP segment

Item 9
Annual report of the Administrator

Adopted decision 2002/8 of 27 June 2002 on the annual report of the Administrator for 2001, including the results-oriented annual report;

Item 10
United Nations Capital Development Fund

Took note of the results-oriented annual report of the United Nations Capital Development Fund (DP/2002/14);

Item 11
Funding commitments

Adopted decision 2002/9 of 27 June 2002 on UNDP core funding strategy;

Item 12
Programme financing

Adopted decision 2002/10 of 27 June 2002 on programming arrangements;

Item 13
Country programmes and related matters

Approved the second regional cooperation framework for Europe and the Commonwealth of Independent States (DP/RCF/REC/2);

Took note of the following country programme outlines and comments made thereon:

First country programme outline for Botswana	DP/CPO/BOT/1
First country programme outline for Cameroon	DP/CPO/CAM/1
First country programme outline for Comoros	DP/CPO/COM/1
First country programme outline for Equatorial Guinea	DP/CPO/EQG/1
First country programme outline for Côte d'Ivoire	DP/CPO/CVI/1
First country programme outline for Guinea Bissau	DP/CPO/GBS/1
First country programme outline for Liberia	DP/CPO/LIB/1
First country programme outline for Mali	DP/CPO/MLI/1
First country programme outline for Nigeria	DP/CPO/NIR/1
First country programme outline for the Seychelles	DP/CPO/SEY/1
First country programme outline for India	DP/CPO/IND/1
First country programme outline for Malaysia	DP/CPO/MAL/1
First country programme outline for Papua New Guinea	DP/CPO/PNG/1
First country programme outline for Mauritania	DP/CPO/MAU/1
First country programme outline for Bolivia	DP/CPO/BOL/1
First country programme outline for Cuba	DP/CPO/CUB/1
First country programme outline for the Dominican Republic	DP/CPO/DOM/1
First country programme outline for Panama	DP/CPO/PAN/1
First country programme outline for Venezuela	DP/CPO/VEN/1

Approved the following country cooperation frameworks:

Second country cooperation framework for Ethiopia	DP/CCF/ETH/2
Second country cooperation framework for Algeria	DP/CCF/ALG/2
Second country cooperation framework for Lebanon	DP/CCF/LEB/2
Second country cooperation framework for Belize	DP/CCF/BEL/2
Second country cooperation framework for Honduras	DP/CCF/HON/2

Took note of the extensions of country cooperation frameworks for Cuba and Thailand (DP/2002/22);

Adopted decision 2002/11 of 27 June 2002 on the request by Argentina;

Item 14
United Nations Volunteers

Adopted decision 2002/12 of 27 June 2002 on the United Nations Volunteers;

Item 15 United Nations Office for Project Services
Item 16 UNDP-UNOPS relationship
Item 7 Internal audit and oversight

Adopted decision 2002/13 of 27 June 2002 on the United Nations Office for Project Services;

Item 17
Other matters

I. Informal consultations

Held informal consultations on the system-wide approach and coordination in addressing HIV/AIDS (with the participation of the International Labour Organization, the secretariat of the Joint United Nations Programme on HIV/AIDS, the United Nations Development Programme, the United Nations Population Fund, the World Health Organization and the country offices of Cambodia and Swaziland).

Held informal consultations on improving the working methods of the Executive Board.

Held informal consultations on progress in the implementation of the Doha development agenda and trade-related assistance and capacity-building (with the participation of the International Trade Centre, the United Nations Conference on Trade and Development, the United Nations Development Programme and the World Trade Organization).

II. Decision on the least developed countries

Adopted decision 2002/14 of 27 June 2002 on Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010.

27 June 2002

Executive Board of UNDP/UNFPA
Second regular session 2002
23 to 27 September 2002

Item 1. Organizational matters
- Adoption of the agenda and agreement on the work plan

UNDP segment

Item 2. Financial, budgetary and administrative matters
- Annual review of the financial situation, 2001
- Detailed information relating to the annual review of the financial situation, 2001
- Information on United Nations system technical cooperation expenditures, 2001
- Information on United Nations system technical cooperation expenditures, 2001 – Addendum

Item 3 Programming arrangements
- Reports included in the implementation of decision 2002/10:
- Further clarifications on the issues and principles for possible improvements in the present programming arrangements
- Proposals for possible recalculations of the target for resource assignment from the core 1.1.1 earmarkings for the four-year framework period

Item 4. Evaluation
- Annual report of the Administrator on evaluation

Item 5. Country programmes and related matters
- First country programme outlines for Cape Verde, Central African Republic and the Democratic Republic of the Congo
- First country programme outlines for Bahrain, Jordan and the Libyan Arab Jamahiriya
- First country programme outlines for East Timor, Maldives and Samoa
- First multi-country programme outlines for Fiji and the Cook Islands, Tokelau and Niue
- Second country cooperation frameworks for Egypt and Sudan
- Second country cooperation frameworks for Argentina, Costa Rica, El Salvador, Mexico, Nicaragua and Suriname
- Assistance to Somalia
- Assistance to Myanmar

Item 6. UNOPS: Financial, budgetary and administrative matters
- Reports included in the implementation of decision 2002/13:
- Implementation of the revised budget for 2002 and revisions to the budget for 2003
- ACABQ comments on all relevant documents requested by the Executive Board
- Action plan on savings from projected staff cuts
- Contingency plan with regard to the level of operational reserve
- Report on progress in the implementation of recommendations of the Board of Auditors
- Draft terms of reference and timetable for an external independent review of the UNOPS business model

UNDP/UNFPA segment

Item 7. Field visits

Report on the joint field visit to Viet Nam (UNDP/UNFPA and UNICEF)

UNFPA segment

Item 8. Financial, budgetary and administrative matters

- Revised biennial support budget proposals for 2002-2003
- Report of the Advisory Committee on Administrative and Budgetary Questions on the UNFPA revised biennial support budget proposals for 2002-2003

Item 9. UNFPA human resources development strategy

Item 10. Annual financial review

- Annual financial review, 2001

Item 11. Country programmes and related matters

- Country programme outlines for Botswana, Burundi, Comoros and Guinea-Bissau
- Country programme outlines for China, East Timor and Maldives
- Regional programme for the Pacific

Item 12. Other matters

2002/16
UNDP: Annual review of the financial situation, 2001

The Executive Board

1. *Takes note* of the annual review of the financial situation (DP/2002/25 and Add.1);

2. *Recognizes* that the ability of UNDP to fulfil its mandate depends fundamentally on its having an adequate, secure regular funding base that guarantees its multilateral, impartial and universal character;

3. *Also recognizes* that the timeliness of payment of contributions is essential to avoid liquidity constraints;

4. *Encourages* all countries, in a position to do so, to make contributions early in the year and to make multi-year pledges;

5. *Welcomes* the upward trend in regular resources for the first time in eight years;

6. *Recognizes* that the growth trend remains modest in relation to targets set by the Executive Board in the multi-year funding framework and urges countries, in a position to do so, to contribute to regular (core) resources;

7. *Takes note* of the continued strength of other (non-core) resource contributions to the organization and their contributions to the goals of the multi-year funding framework, while recognizing that such resources can be no substitute for regular (core) resources;

8. *Requests* that UNDP review the format of its financial tables and data in order to provide the Executive Board with a more transparent overview of contributions at the country level, particularly if programmes are financed from different sources;

9. *Notes with concern* that in 2001 only about half of the income of regular (core) resources could be used for programmes and *requests* that the Administrator propose to the Executive Board ways in which other (non-core) contributions can contribute more to the support budget and other costs of the organization;

10. *Requests* that UNDP initiate the process of developing the next multi-year funding framework 2004-2007, taking into account decision 2002/8, and to include therein a pro-active resource mobilization strategy, from all sources, particularly for the regular (core) resources base.

26 September 2002

2002/17
UNDP special reserve for separations relating to UNOPS

The Executive Board

1. *Deplores* the late availability of document DP/2002/CRP.16 on the establishment of a United Nations Development Programme (UNDP) special reserve for separations relating to the United Nations Office for Project Services;

2. *Authorizes* the establishment of a special reserve of $1.5 million, which will be reported in the 2002-2003 UNDP-audited financial statements;

3. *Requests* the Administrator of UNDP to report back on these liabilities affecting UNDP during the first regular session of the Executive Board in January 2003.

27 September 2002

2002/18
Programming arrangements for the period 2004-2007

The Executive Board

1. *Takes note* of document DP/2002/28 on the programming arrangements for the period 2004-2007 which, in accordance with decision 2002/10, provides further clarifications on a number of proposals for possible improvements in the present programming arrangements as earlier elaborated in documents DP/2002/17 and DP/2002/WP.1;

2. *Reaffirms* the principles of eligibility of all recipient countries on the basis of the fundamental characteristics of the operational activities of the United Nations, which are, *inter alia*, universality, neutrality, multilateralism, the voluntary and grant nature of assistance and the capacity to respond to the needs of all recipient countries in accordance with their own policies and priorities for development; and in this context, *recognizes* the principles of the United Nations Development Programme activities, which include progressivity, impartiality, transparency and predictability of flow of resources for all recipient countries, in particular developing countries;

3. *Reconfirms* the annual funding target of $1.1 billion and *encourages* all countries to contribute to the attainment of this target;

4. *Confirms* that, within the context of the programming arrangements and related decisions, the amount of regular resources available for programming for any given year is the total amount of regular income for that year minus: (a) the amount allocated to the biennial support budget for that year; and (b) any other amount of regular income that has to be set aside as authorized by the Executive Board for other purposes than the programme lines of the programme financial framework as detailed in paragraphs 8 and 9 below;

I. Programme financial framework

5. *Decides* that the regular resources available for programming will be distributed in two steps: (a) provisions will be made for fixed amounts for specific programmes defined in paragraph 8; (b) the balance of resources will be allocated between variable country, global and regional programmes as defined in paragraph 9;

6. *Underlines* the importance of continued and close cooperation between UNDP and the specialized agencies and the need to make such a cooperation an integral part of all UNDP assisted programmes at the country and inter-country level in order to ensure that optimum use is made of the technical knowledge of the specialized agencies in areas of UNDP assistance;

7. *Decides* to reallocate the resources of the previous support for policy and programme development (SPPD) and support for technical services (STS) programme to both target for resource assignment from the core (TRAC) lines 1.1.1 and 1.1.2, as defined in paragraph 9, and the programme for support to the resident coordinator as defined in paragraph 8(c).

8. *Endorses* the proposal of the Administrator to ensure regular resource financing for the following UNDP functions by establishing fixed absolute amounts for selected programme lines/programme components of the programme financial framework as outlined in paragraphs 33 through 55 of document DP/2002/28:

(a) A fixed annual allocation of $5.3 million for the Human Development Report Office, a fixed annual allocation of $1.1 million for official development assistance and a fixed allocation of $4.5 million for the Economists programme;

(b) A fixed annual allocation of $6 million for the Development Support Services facility;

(c) A fixed annual allocation of $13.5 million for support to the resident coordinator;

(d) A fixed annual allocation of $2.5 million for the Evaluation Office;

(e) A fixed annual allocation of $3.5 million for technical cooperation among developing countries;

9. *Decides* that, after deduction of the fixed amounts as defined in paragraph 8, the resources available for programming will be distributed as follows:

(a) TRAC 1.1.1, and TRAC 1.1.2: 78.8 per cent of resources available for programming;

(b) TRAC 1.1.3: 7.2 per cent of resources available for programming;

(c) Regional programmes: 9 per cent;

(d) Global programmes: 5 per cent;

10. *Decides* that if the total of regular resources available for programming fall below $450 million, all fixed allocations will be reduced in direct proportion to the shortfall;

II. Distribution of TRAC line 1.1.1 and 1.1.2 resources

11. *Decides* that the existing programming arrangements, as outlined in Executive Board decisions 95/23, 98/19 and 99/2, will continue to be applied during 2004-2007, with the exception of the modifications outlined in the following paragraphs;

12. *Decides* on the following changes in the distribution methodology for TRAC line 1.1.1 resources:

(a) The existing formula will no longer be applied to two separate pools of resources based on a fixed predetermined share of resources for low income and middle-income countries;

(b) The Administrator should ensure that the share of TRAC line 1.1.1 and 1.1.2 resources allocated to low income countries should be in the range of 85 and 91 per cent of the total TRAC line 1.1.1 and 1.1.2 resources; the Administrator will revert back to the Executive Board for a review of the main parameters of the distribution formula in case the existing TRAC line 1.1.1 distribution formula, when applied to the total pool of available TRAC line 1.1.1 resources, would result in a calculated share of TRAC line 1.1.1 resources for low-income countries that would fall outside this range;

(c) The introduction of a minimum allocation of $350 000 for the calculated TRAC line 1.1.1 earmarkings for all non-net contributor countries (NCCs) with a UNDP country office and commensurate absolute floor earmarkings for the 8 multi-country offices, as detailed in paragraph 12 of DP/2002/28; if the total regular resources available for programming fall below $450 million, the concerned minimum amount of $350 000 will be reduced in direct proportion to the shortfall;

(d) Should a country, in spite of the increase of the TRAC line 1.1.1 programme, still undergo a reduction of its TRAC line 1.1.1 earmarking as a consequence of the introduction of the minimum amount of $350 000, the Administrator is requested to use the TRAC line 1.1.2. programme to compensate for this shortfall;

13. *Decides* that, in view of the extension of the programming period from three to four years, in accordance with decision 2002/10, there will be a mid-term recalculation of the TRAC line 1.1.1 earmarkings on the basis of the agreed distribution model. Such recalculation will be based on the latest World Bank Atlas gross national income (GNI) per capita and population data available at that time. For those countries for which no World Bank data are available, UNDP will continue to request that the United Nations Statistics Office provide it with estimates following the World Bank Atlas methodology. The recalculated TRAC line 1.1.1 earmarkings will replace the initial TRAC line 1.1.1 earmarkings for the remaining two years of the programming period;

14. *Decides* to introduce, effective 1 January 2004, a special arrangement for the recalculation of the TRAC line 1.1.1. earmarkings for NCCs that experience a drop of at least 25 per cent in their World Bank GNI per capita figure as compared to the GNI per capita on which its latest calculated TRAC line 1.1.1 earmarking has been based and fall below the threshold of $4 700. The concerned adjustments will be financed from the unallocated programme reserve;

15. *Decides* that for countries that will be classified as new NCCs on the basis of their 2001 GNI per capita data, the grace period during which they will continue to receive a TRAC line 1.1.1. earmarking will be four years so that, all other things remaining equal, it coincides with the duration of the programming period;

16. *Requests* that the Administrator submit to the Executive Board, in the framework of the results-oriented annual report, supplementary chapters on the activities undertaken and the results achieved under the regional and global programmes and the various programmes referred to in paragraph 8(a), (b) and (c) above;

17. *Also requests* that the Administrator submit to the Executive Board in 2007 a report with proposals for successor programming arrangements.

27 September 2002

2002/19
Annual report of the Administrator on evaluation, 2001

The Executive Board

1. *Takes note* of the annual report of the Administrator on evaluation 2001 (DP/2002/27);

2. *Reaffirms* the continued need to strengthen further, in an integrated fashion, the "culture of managing for results" within UNDP;

3. *Requests* that UNDP ensure transparency and impartiality of evaluations and to make sure that the evaluation process is conducted in a professional manner while also taking into account the views of all concerned actors;

4. *Endorses* the need to reinforce development effectiveness, which demands greater emphasis on measuring output, performance and enhancing accountability;

5. *Reiterates*, in the context of the evaluation function, the principles of universality and country-driven programming for the activities of UNDP;

6. *Recognizes* that it is necessary to take into consideration the diversity of situations that exist while drawing lessons at the global level for policy development;

7. *Stresses* that the common agenda of the follow-up of outcomes of major United Nations conferences and summits, including the Millennium development goals, translates into a need for strengthening of the evaluation capacities at the national level;

8. *Encourages* UNDP to make use of the findings of the Evaluation Office to strengthen the comparative advantages of the organization at the global, regional and country level;

9. *Encourages* UNDP to ensure the full participation of the national authorities in drafting the terms of reference, the development of evaluation methodologies and indicators, and the selection of evaluation teams in all evaluation exercises conducted at the country level;

10. *Requests* that the Evaluation Office conduct strategic evaluations on corporate issues that are of high priority to the organization, taking into consideration key elements of the Administrator's Business Plans, 2000-2003, and

requests that the Executive Board be informed of possible subjects for such strategic evaluations during its first regular session 2003;

11. *Encourages* the Evaluation Office to explore the possibilities of participation with other relevant partners, *inter alia*, the Inter Agency Working Group on Evaluation and the Development Assistance Committee of the Organisation for Economic Co-operation and Development, including joint evaluations of a strategic nature.

27 September2002

2002/20
United Nations Development Fund for Women

The Executive Board

1. *Notes with appreciation* the results achieved by the United Nations Development Fund for Women in implementing its Strategy and Business Plan 2000-2003, as contained in document DP/2002/30;

2. *Recognizes* the continuing progress made by the United Nations Development Fund for Women in becoming the centre of excellence within the United Nations development system for promoting women's empowerment and gender equality, in line with its mandate as contained in General Assembly resolution 39/125, and, in this regard, urges greater representation of the United Nations Development Fund for Women in intergovernmental forums;

3. *Calls on* the United Nations Development Fund for Women and all relevant entities within the United Nations system to collaborate closely, within their respective mandates and comparative advantages, to achieve the common objective of gender-mainstreaming throughout the United Nations;

4. *Particularly encourages* the United Nations Development Fund for Women to work closely with the United Nations Development Group and the United Nations Development Programme to ensure that the gender dimensions of all the international development goals, including those contained in the Millennium Declaration, are recognized and incorporated into the operational activities of the United Nations system;

5. *Recalls* the annual report of the Administrator for 2001, including the results-oriented annual report (DP/2002/15), and, with reference to its decision 2002/8, *requests* that United Nations Development Fund for Women include in its Strategy and Business Plan 2004-2007 a strategy to help to address the shortcomings in gender-mainstreaming contained therein;

6. *Encourages* United Nations Development Fund for Women to take measures to enhance further coordination with programme countries in relation to its field activities;

7. *Notes with appreciation* the increased collaboration between the United Nations Development Fund for Women and the United Nations Development

Programme and *encourages* the two organizations to strengthen this relationship in supporting the resident coordinator system, particularly through greater use of the expertise of the United Nations Development Fund for Women in areas of its comparative advantage;

8. *Reaffirms* the role of the United Nations Development Fund for Women in promoting gender-mainstreaming throughout the operational activities of the United Nations system, in the context of the resident coordinator system and in particular within the common country assessment and the national poverty alleviation strategies, including the poverty reduction strategy papers and the United Nations Development Assistance Framework processes.

27 September 2002

2002/21
United Nations Office for Project Services

The Executive Board

1. *Takes note* of the report on the implementation of the revised budget for 2002, revised budget estimates for the biennium 2002-2003, and report on the level of the operational reserve (DP/2002/33), report of the Advisory Committee on Administrative and Budgetary Questions on the revised budget estimates for the biennium 2002-2003 (DP/2002/34), report of the Executive Director on the implementation of the recommendations of the Board of Auditors for the biennium 2000-2001 (DP/2002/35 and Add.1 and Add.2);

2. *Reaffirms* the need for the United Nations Office for Project Services (UNOPS) as a separate, identifiable and self-financing entity to provide management and delivery of services to organizations of the United Nations system as contained in the note by the Secretary-General (DP/2002/CRP.5);

3. *Recalls* the commitment by the Secretary-General to encourage United Nations entities to work through UNOPS as contained in document DP/2002/CRP.5;

4. *Approves* the revised budget estimates 2002-2003 (DP/2002/33) and the UNOPS contingency plan 2002-2003 (DP/2002/35/Add.2);

5. *Requests* that the Executive Director of UNOPS, through the Management Coordination Committee (MCC), provide the Executive Board at its first regular session 2003 with a follow-up report on the implementation of the recommendations of the Board of Auditors for the biennium 2000-2001;

6. *Recalls* that the mandate of the MCC, defined in regulations 3.1 of the UNOPS Financial Regulations (annex to the Financial Regulations and Rules of UNDP contained in DP/1995/7/Add.1), is to provide operational guidance and management direction;

7. *Welcomes* the development of new executing partnerships with United Nations organizations and encourages the Executive Director, with the continued

support of the MCC, to develop partnership arrangements further with other United Nations entities;

8. *Urges* UNOPS, as a self-financing entity, to evaluate the basis and calculation of the costs of its services with a view to ensuring that all costs are identified and recovered, and, in this regard, requests UNOPS to review with clients the feasibility of possible adjustments;

9. *Requests* that the Executive Director report to the Executive Board, through the MCC, on the implementation of the revised budget 2002, including changes in the level of the operational reserve, by 15 November 2002.

27 September 2002

2002/22
Independent review of the United Nations Office for Project Services

The Executive Board

1. *Decides* to organize an independent review of the business model of the United Nations Office for Project Services (UNOPS), its cost effectiveness and the scope for further expansion of business opportunities within the United Nations system;

2. *Decides* that the terms of reference are amended as in annex 1 below;

3. *Requests* that the Management Coordination Committee (MCC) and the Executive Director of UNOPS submit to the Executive Board a detailed budget, including relevant contractual and financial matters, as soon as possible;

4. *Calls on* all countries in a position to do so to consider, upon receipt of the detailed budget specified in paragraph 3, contributing towards the cost of the independent review;

5. *Decides* to review the status of the voluntary contributions towards the budget and the timing of the independent review during its first regular session in January 2003;

6. *Requests* receipt of the report of the review mission, including the comments by the Executive Director of UNOPS, through the MCC.

27 September 2002

Annex 1

Terms of reference for an independent review of the business model and related issues of the United Nations Office for Project Services

Context

1. The United Nations Office for Project Services (UNOPS) was created in 1994 by General Assembly resolution 48/501 as a separate and self-financing entity of the United Nations system, effective 1 January 1995, to act as a service provider to the organizations of the United Nations system (including the Bretton Woods institutions) with no policy mandate of its own.

2. UNOPS offers a broad range of services, from overall project management to the provision of single inputs. In responding flexibly to its clients' demands, UNOPS tailors services to their particular needs, applies methods for attaining cost-effective results and mobilizes diverse implementing partners.

3. At its annual session 2002, the Executive Board of the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA) expressed concern that UNOPS administrative expenditure had not been aligned with its income in the last two years, resulting in an operating deficit of $5.6 million in 2001 and the progressive erosion of its operational reserve to $5 million by the end of 2001, a level in the operational reserve substantially below that required by decision 2001/14. Accordingly, the Executive Board decided to carry out an independent review of the business model of UNOPS, its cost effectiveness and the scope for further expansion of business opportunities for UNOPS within the United Nations system in order to establish a framework for a sustainable UNOPS.

4. The Executive Board requested that the Management Coordination Committee (MCC) and UNOPS submit to the Executive Board for review and approval at its second regular session in September 2002 the draft terms of reference and a timetable for this purpose.

Objective of review

5. The purpose of the review is to formulate a forward-looking strategy for the long-term growth and sustainability of UNOPS to enable it to evolve within the readily evolving market of the United Nations system, including the Bretton Woods institutions. The review will result in a series of recommendations and action-oriented proposals for:

(a) Aligning its cost and revenue structures and identifying areas of business expansion with cost-effective operating margins;

(b) The necessary organizational and financial structure.

Scope of review

6. The Secretary-General, in his note to the Executive Board (DP/2002/CRP.5), reaffirmed his support for the work of UNOPS while laying the ground for operational improvements. Document DP/2002/CRP.5, in conjunction, *inter alia*, with document DP/2002/CRP.4 and Executive Board decision 2002/2 of January 2002, provides the basis for this review. These documents also reiterated fundamental principles that do not require further review.

7. The review will focus on the business model, competitive environment and the governance structure of UNOPS. The review will therefore assess the potential market for UNOPS services, the competition, including other providers of similar services both within and outside the United Nations system; and the competitive advantage of UNOPS within that marketplace.

8. The review will include an analysis of the revenue and cost structures of UNOPS, its operating margins on products and services and its business processes and management tools at hand. Essential elements for consideration by the review include income projections methodology and application, competitiveness, cost-effectiveness and self-financing.

9. *Competitiveness*. In order to position UNOPS to compete successfully in the marketplace and thus to ensure its long-term financial viability, it will be necessary to assess the performance of UNOPS vis-à-vis currently accepted practice in international public procurement and project management. This will include a review of issues of cost-effectiveness, provision of value to the marketplace, income-projection methodology and application, openness in tendering procedures, transparency and accountability, which are central to current standards and best practices in project management and international public procurement. The review will also include an overview of the market for products and services currently offered or potentially available from UNOPS, for which there is a growing demand and for which UNOPS is able to provide quality service and cost-effective operating margins. The review should include an assessment of all possible clients within the United Nations who may have a need for such services. The review will also investigate the reasons for a loss of clients, if applicable.

10. *Cost-effectiveness*. The review should identify the extent to which revenue matches the costs of providing products or services. A review of the cost structure should include fixed and variable costs and identify scope for improved cost-effectiveness in terms of business processes and procedures, organizational structure, location and so forth.

11. *Self-financing*. This means providing accurate model(s) for measuring cost-recovery in a multi-year programme environment with operational surges and potential low periods. This should include an assessment of systems in place for monitoring and measuring costs and increasing efficiencies. Scenario-based projections of UNOPS finances and the impact on the operational reserve with details of assumptions behind the projections must be included. Systems, procedures and contractual modalities appropriate for a self-financing entity, which faces fluctuations in demand and which allows UNOPS to moderate volatility by adapting flexibly to operational peaks and troughs, should also be considered. A review of the United Nations regulations governing staff and the operations of UNOPS should be included with a view to identify rules and regulations that are more restrictive than those of private operations, thus affecting UNOPS competitiveness. Particular attention should be paid to the possibility of flexible-staffing arrangements, rules and procedures, which allow UNOPS to expand and contract its capacity rapidly in response to changing demand.

Approach

12. The review will take stock of the conclusions and recommendations of the already available decisions, reviews and evaluations.

13. Comparisons should be made with other United Nations, multilateral, bilateral public and private non-subsidized service providers in the areas of project management, including execution, implementation, supervision, loan administration, formulation, advisory and other services, with a view to identifying good practices in terms of flexible, effective and efficient business models and processes. The comparisons will also include an assessment of and recommendations on the division of labour within the United Nations system concerning procurement services.

Outputs

14. The review will build on prior reviews in that it would present a set of recommendations and action-oriented proposals for the strengthening of the UNOPS contribution to the United Nations system for the future. Such recommendations and action proposals may include:

(a) Positioning UNOPS in the United Nations system in order to bring to full fruition the benefits derived from the UNOPS business model;

(b) Mechanisms to enable UNOPS to adjust flexibly to fluctuations in demand through a more adaptable cost structure and efficient business processes;

(c) Identification of areas of potential business growth based on market demand and cost-effective operating margins;

(d) Tools required for change-management from an organizational perspective, including, *inter alia*:

(i) Financial: definition of self-financing, budget cycle and operational reserve(s), accounting systems;

(ii) Human: staffing model, incentives, accountability, management of administrative costs; and

(iii) Management: structure, oversight systems and reporting to the MCC and Executive Board, information technology needs in the immediate and longer term.

Logistics and budget

15. The review team will have access to all decisions, reviews, reports and documentation, including questionnaires and surveys and field mission reports from previous reviews and studies; thus avoiding the need for further comprehensive surveys. To supplement the desk material, the team will have full access to members of the Executive Board, the current and incoming Executive Director of UNOPS, UNOPS staff, clients, beneficiaries and partners. During the review, the team will liaise with the MCC, including the Executive Director.

16. The duration of the review is estimated at 90 days. The core team will be comprised of three experts in international public administration/service delivery with

specific experience in public sector management, particularly accounting and restructuring of organizations. One of the team members should be intimately familiar with the development cooperation market within the United Nations system. The team should also have familiarity with peacekeeping and humanitarian activities of the United Nations system. The team should be able to draw on short-term consultancies, not to exceed 30 working days in total, of specialized expertise in accounting or other disciplines as required. The total number of working days, therefore, is budgeted at 120, which would represent approximately $200 000.

17. The actual cost of the review will depend on team composition and overall approach to the review (inclusive or exclusive of field visits and so forth). No budgetary allocation is foreseen in the UNOPS budget approved by the Executive Board at its annual session 2002. Members of the Executive Board may wish to consider voluntary contributions to finance the review.

2002/23
Field visits

The Executive Board

1. *Thanks* the Government of Viet Nam for hosting the field visit of the Executive Board of the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA), with the participation of the Executive Board of the United Nations Children's Fund (UNICEF), that took place from 16 to 25 April 2002;

2. *Requests* that the Administrator of the United Nations Development Programme discuss, within the Executive Committee of the United Nations Development Group (UNDG), the possibilities of an integrated field visit in 2003;

3. *Requests* that the UNDP Administrator, in consultation with the UNDG Executive Committee, prepare a short report for the first regular session of the Executive Board of UNDP/UNFPA in 2003 on the consultations referred to in paragraph 2 above and on possible ways in which the Executive Board and representatives of UNDP, UNFPA, the United Nations Development Fund for Women, United Nations Capital Development Fund and United Nations Volunteers in the United Nations country teams could deepen their mutual understanding of how the United Nations operational activities could respond to development challenges and possible funding modalities.

27 September 2002

2002/24
UNFPA: Revised estimates for the biennial support budget for 2002-2003

The Executive Board

Having considered the revised estimates for the biennial support budget for 2002-2003 of the United Nations Population Fund (UNFPA), as contained in document DP/FPA/2002/9,

1. *Underscores* the indispensable role of UNFPA for the implementation of the Programme of Action of the International Conference on Population and Development (ICPD),[1] the five-year review of ICPD (ICPD+5)[2] and the Millennium Declaration;

2. *Supports* further the transition process launched by the Executive Director in 2001 with a view to making UNFPA more effective, particularly at the field level; in this context, it welcomes the finalization of the UNFPA human resources strategy (DP/FPA/2002/11), as a key element of the transition process;

3. *Approves* gross appropriations in the amount of $155.2 million for the purposes indicated below and resolves that the income estimates of $20.1 million shall be used to offset the gross appropriations, resulting in estimated net appropriations of $135.1 million;

2002-2003 biennial support budget (revised)

(*In thousands of United States dollars*)

Programme support	
Country offices	76 027.3
Headquarters	31 571.8
Subtotal	**107 599.1**
Management and administration of the organization	47 597.0
Total gross appropriations	155 196.1
Less: Estimated income to the budget	(20 070.0)
Estimated net appropriations	**135 126.1**

[1] Report of the International Conference on Population and Development, Cairo, 5-13 September 1994 (A/CONF.171/13/Rev.1, United Nations publication, sales no. E.95.XIII.18).

[2] General Assembly resolution A/RES/S-21/2, Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development, adopted on 2 July 1999.

4. *Authorizes* the Executive Director to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation to which the resources are redeployed;

5. *Authorizes* the Executive Director to:

(a) Set aside $10 million for the implementation of the Enterprise Resource Planning System;

(b) Expend $2 million towards staff separation costs resulting from the implementation of the country office typology;

6. *Requests* that the Executive Director exercise the highest possible prudence and transparency, in the light of the comments made in the Advisory Committee on Administrative and Budgetary Questions (ACABQ) report (DP/FPA/2002/10), while implementing the reclassification of posts;

7. *Requests* that the Executive Director ensure that, should it become necessary to implement the contingency plan presented in document DP/FPA/2002/9, total gross appropriations would be adjusted accordingly.

27 September 2002

2002/25
Brussels Programme of Action for the Least Developed Countries for the Decade 2001 to 2010

The Executive Board

1. *Welcomes* the endorsement of the Brussels Declaration (A/CONF.191/12) and the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (A/CONF.191/11) by the General Assembly in its resolution 55/279 of 12 July 2001;

2. *Recalls* the fundamental characteristics of the operational activities of the United Nations as contained in General Assembly resolution 56/201 of December 2001;

3. *Notes* the strong support given by the United Nations Population Fund to the least developed countries;

4. *Stresses* the need for continuing special attention by the United Nations Population Fund for the implementation of the Brussels Programme of Action;

5. *Invites* the Executive Director to mainstream the implementation of the Brussels Programme of Action in United Nations Population Fund activities within its programme of work, as called for in General Assembly resolution 56/227, paragraph 4, of 24 December 2001.

26 September 2002

2002/26
United Nations Capital Development Fund

The Executive Board

1. *Takes note with appreciation* of the results-oriented annual report of the United Nations Capital Development Fund (DP/2002/14);

2. *Recognizes* that the mission of the United Nations Capital Development Fund is consistent with the main objective of poverty reduction of the Millennium Declaration and relevant to the implementation of the Brussels Programme of Action for the Least Developed Countries adopted in 2001;

3. *Reaffirms* the unique role of the United Nations Capital Development Fund, within the international development financing architecture, as a small-scale multilateral investment organization mandated to support the development efforts of the least developed countries in its two areas of concentration: micro-finance and small-scale, decentralized public investments/local governance;

4. *Notes* that the regular (core) resources available to the United Nations Capital Development Fund fall far below the demand of programme countries, in particular the least developed countries, for its small-scale investments and capacity-building services in its two areas of concentration;

5. *Invites* the international community to help to achieve the United Nations Capital Development Fund regular (core) resources mobilization target of $30 million per year and *calls on* development partners, the United Nations system and other multilateral organizations to extend their collaboration to United Nations Capital Development Fund in fulfilling its mandate.

27 September 2002

2002/27
Joint Executive Board meeting to be held in January 2003

The Executive Board

1. *Decides* to propose a two-day meeting in January 2003 of the joint Executive Boards of the United Nations Development Programme and the United Population Fund (UNDP/UNFPA), the World Food Programme (WFP) and the United Nations Children's Fund (UNICEF);

2. *Requests* that the Bureau of the Executive Board of UNDP/UNFPA propose an agenda and communicate it to the Bureaux of the Executive Boards of UNICEF and WFP and *requests* that the Bureaux of the three Executive Boards finalize the agenda no later than 1 December 2002.

27 September 2002

2002/28
Overview of decisions adopted by the Executive Board at its second regular session 2002

The Executive Board

Recalls that during the second regular session 2002, it:

Item 1
Organizational matters

Approved the agenda and work plan for its second regular session 2002 (DP/2002/L.3 and Corr.1);

Approved the report on the annual session 2002 (DP/2002/24);

Approved the list of items to be taken up by the Executive Board in 2003 (DP/2002/CRP.14);

Agreed to the following schedule of sessions of the Executive Board in 2003:

First regular session 2003:	20-29 January 2003
Annual session 2003:	9-20 June 2003 (New York)
Second regular session 2003:	8-12 September 2003

UNDP segment

Item 2
Financial, budgetary and administrative matters

Adopted decision 2002/16 of 26 September 2002 on the annual review of the financial situation 2001 for UNDP;

Took note of the report, Information on United Nations system technical cooperation expenditures, 2001 (DP/2002/26 and Add.1);

Took note of the report of the Inter-Agency Procurement Services Office for the biennium 2000-2001 (DP/2002/31);

Took note of the statistical report of the Inter-Agency Procurement Services Office (DP/2002/32);

Adopted decision 2002/17 of 27 September 2002 on the establishment of a UNDP special reserve for separations relating to UNOPS.

Item 3
Programming arrangements

Adopted decision 2002/18 of 27 September 2002 on the report on programming arrangements for the period 2004-2007;

Item 4
Evaluation

Adopted decision 2002/19 of 27 September 2002 on the annual report of the Administrator on evaluation;

Item 5
Country programmes and related matters

Took note of the report on assistance to Somalia (DP/2002/29);

Took note of the following country programme outlines and comments made thereon:

First country programme outline for Cape Verde	DP/CPO/CVI/1
First country programme outline for the Democratic Republic of the Congo	DP/CPO/DRC/1
First country programme outline for Bahrain	DP/CPO/BAH/1
First country programme outline for Jordan	DP/CPO/JOR/1
First country programme outline for the Libyan Arab Jamahiriya	DP/CPO/LIB/1
First country programme outline for East Timor	DP/CPO/ETM/1
First country programme outline for Maldives	DP/CPO/MDV/1
First country programme outline for Samoa	DP/CPO/SAM/1
First multi-country programme outline for Cook Islands, Niue and Tokelau	DP/MPO/CNT/1
First multi-country programme outline for the Pacific Island countries	DP/MPO/PIC/1

Approved the following country cooperation frameworks:

Second country cooperation framework for Egypt	DP/CCF/EGY/2
Second country cooperation framework for Sudan	DP/CCF/SUD/2
Second country cooperation framework for Argentina	DP/CCF/ARG/2
Second country cooperation framework for Colombia	DP/CCF/COL/2
Second country cooperation framework for Costa Rica	DP/CCF/COS/2

Second country cooperation framework for El Salvador	DP/CCF/ELS/2
Second country cooperation framework for Mexico	DP/CCF/MEX/2
Second country cooperation framework for Nicaragua	DP/CCF/NIC/2
Second country cooperation framework for Suriname	DP/CCF/SUR/2
Second country cooperation framework for Trinidad and Tobago	DP/CCF/TRI/2 and Corr.1

Took note of the extension of the country cooperation framework for Sierra Leone (DP/2002/37);

Took note of the oral report on assistance to Myanmar;

Item 6
United Nations Development Fund for Women

Adopted decision 2002/20 of 27 September 2002 on the report of the Executive Director of the United Nations Development Fund for Women;

Item 7
UNOPS: Financial, budgetary and administrative matters

Adopted decision 2002/21 of 27 September 2002 on the implementation of the UNOPS revised budget estimates for the biennium 2002-2003;

Adopted decision 2002/22 of 27 September 2002 on the UNOPS independent review.

Item 8
Field visits

Took note of the report on the field visit to Viet Nam (DP/2002/CRP.7);

Adopted decision 2002/23 of 27 September 2002 on field visits;

UNFPA segment

Item 9
Financial, budgetary and administrative matters

Adopted decision 2002/24 of 27 September 2002 on the revised estimates for the UNFPA biennial support budget for 2002-2003;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the revised estimates for the UNFPA biennial support budget for 2002-2003 (DP/FPA/2002/10);

Took note of the UNFPA annual financial review, 2001 (DP/FPA/2002/12);

Item 10
Human resources strategy

Adopted decision 2002/24 of 27 September 2002 on the revised estimates for the UNFPA biennial support budget for 2002-2003;

Item 11
Country programmes and related matters

Took note of the following country programme outlines:

Country programme outline for Botswana	DP/FPA/CPO/BWA/4
Country programme outline for Burundi	DP/FPA/CPO/BDI/5
Country programme outline for Comoros	DP/FPA/CPO/COM/4
Country programme outline for Guinea-Bissau	DP/FPA/CPO/GNB/4
Country programme outline for China	DP/FPA/CPO/CHN/5
Country programme outline for East Timor	DP/FPA/CPO/ETM/1
Country programme outline for Maldives	DP/FPA/CPO/MDV/3
Country programme outline for the South Pacific subregion	DP/FPA/CPO/PIC/3
Country programme outline for Colombia	DP/FPA/CPO/COL/4

Item 12
Other matters

I. Informal consultations and briefings

Held informal consultations on improving the working methods of the Executive Board;

Held a briefing on the Brussels Programme of Action for the Least Developed Countries by Mr. Anwarul K. Chowdhury, Under-Secretary-General and High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States;

Adopted decision 2002/25 of 26 September 2002 on the Brussels Programme of Action for the Least Developed Countries;

Held a briefing on the financial situation of the United Nations Capital Development Fund;

Adopted decision 2002/26 of 27 September 2002 on the financial situation of the United Nations Capital Development Fund;

II. Joint Executive Board meeting

Adopted decision 2002/27 of 27 September 2002 on the proposed agenda items for the joint Executive Boards meeting in January 2003.

TENTATIVE WORK PLAN
EXECUTIVE BOARD OF UNDP/UNFPA
FIRST REGULAR SESSION 2003
(20 to 29 January 2003)

Day/date	*Time*	*Item*	*Subject*
Monday, 20 January	a.m.	1	ORGANIZATIONAL MATTERS
			- Election of the Bureau of the UNDP/UNFPA Executive Board
			Agenda and work plan
			Report on the second regular session 2002
		2	UNDP BUSINESS PLANS, 2000-2003
			- Report on the implementation of the Business Plans, 2000-2003, and the challenges ahead
	p.m.	2	UNDP BUSINESS PLANS, 2000-2003 (continued)
Tuesday, 21 January	a.m.	3	COUNTRY PROGRAMMES AND RELATED MATTERS
			- Country programme outlines and country cooperation frameworks
			- Report on the assessment mission to Myanmar
	p.m.	4	TECHNICAL COOPERATION AMONG DEVELOPING COUNTRIES
			- Report on technical cooperation among developing countries
Wednesday, 22 January	a.m.		**UNDP/UNFPA joint segment**
		5	RECOMMENDATIONS OF THE BOARD OF AUDITORS, 2000-2001
			- UNDP: Report on the implementation of recommendations of the Board of Auditors, 2000-2001
			- UNFPA: Report on the implementation of recommendations of the Board of Auditors, 2000-2001
			- UNOPS: Follow-up to the report of the Board of Auditors
	p.m.	6	REPORT TO THE ECONOMIC AND SOCIAL COUNCIL
			- UNDP: Report to the Economic and Social Council
			- UNFPA: Report to the Economic and Social Council

Day/date	*Time*	*Item*	*Subject*
Thursday, 23 January	a.m.		**UNFPA segment**
		7	COUNTRY PROGRAMMES AND RELATED MATTERS
			- Country programmes for Botswana, Burundi, Cameroon, Comoros, Côte d'Ivoire, Equatorial Guinea, Guinea-Bissau, Mali, Mauritania and Nigeria
			- Country programmes for Djibouti and Jordan
			- Country programmes for Bangladesh, China, East Timor, India, Maldives, Papua New Guinea and the South Pacific subregion
			- Country programmes for Bolivia, Colombia, El Salvador and Venezuela
	p.m.	6	COUNTRY PROGRAMMES AND RELATED MATTERS (continued)
Friday, 24 January	a.m.	8	OTHER MATTERS
			Pending decisions
		1	ORGANIZATIONAL MATTERS
Monday, 27 January	a.m.		
	p.m.		
Tuesday, 28 January	a.m.		
	p.m.		
Wednesday, 29 January	a.m.		
	p.m.		

Note: Data and theme for the joint session of the Executive Boards of UNDP, UNFPA and UNICEF with the participation of WFP to be determined as per decision 2002/27.